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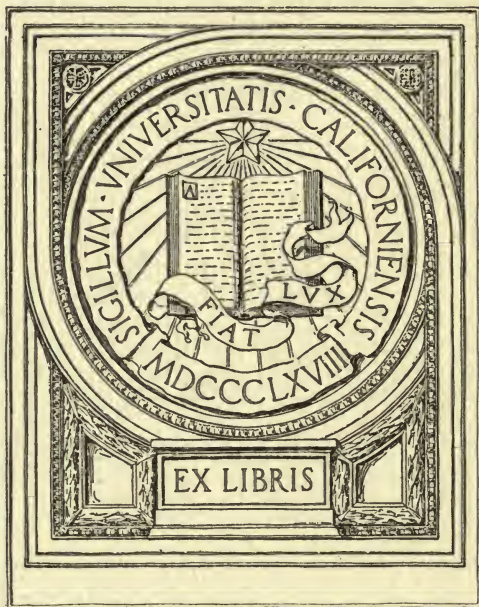
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# Making the Grade

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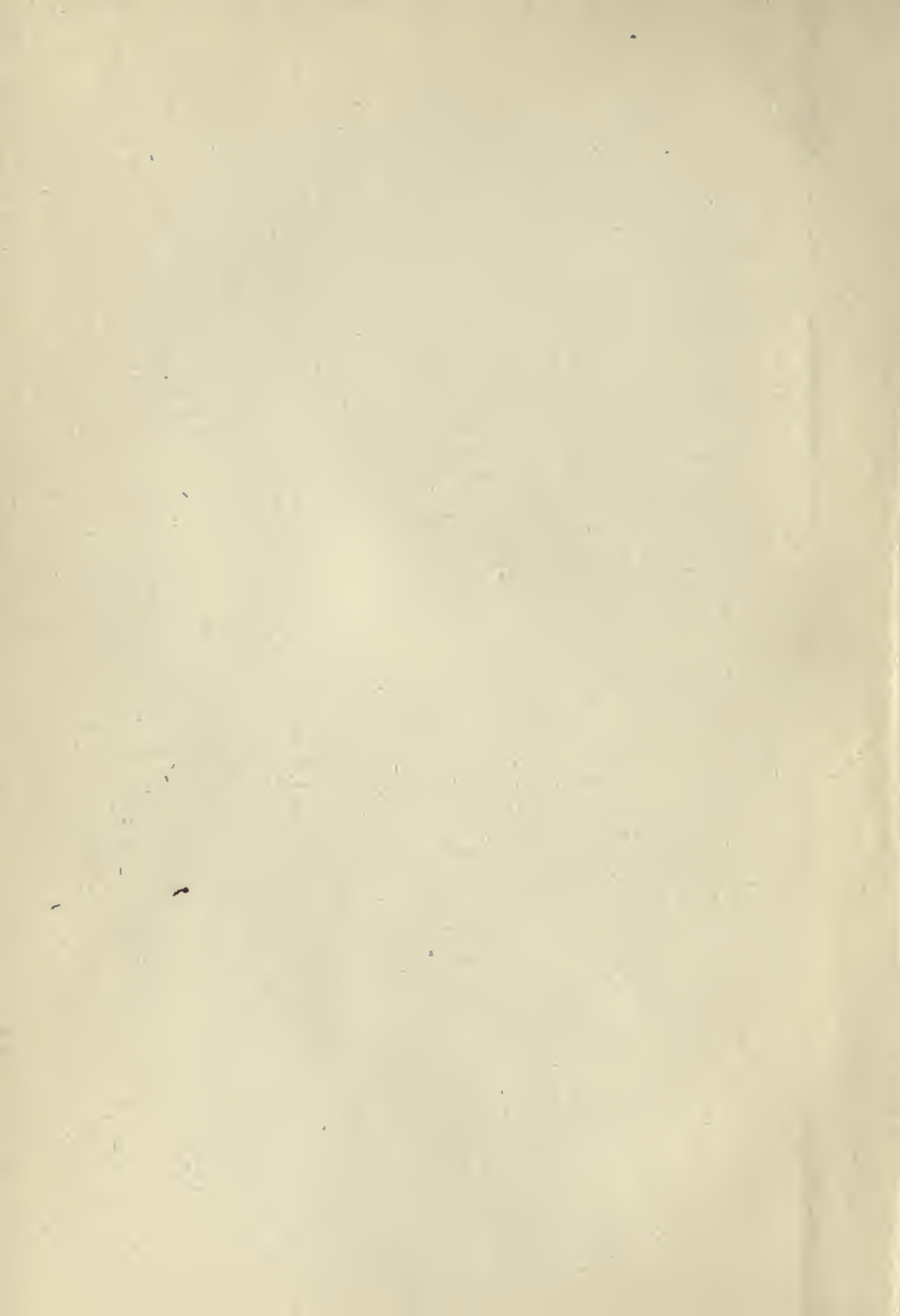


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## MAKING THE GRADE

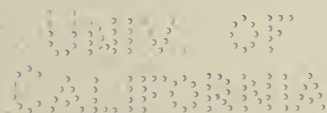


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# MAKING THE GRADE

BY  
C. V. MOSBY, M.D.



ST. LOUIS  
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1917

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Gift of



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*To Mother who Urged  
To Father who Guided*



## FOREWORD

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Every individual has an inherent desire to win. Ask the boy, the girl, the youth, the maiden, or the middle-aged what of the future. Every one will tell you that he expects to reach his goal, that he expects to sail into the harbor of old age with a competency and with his hopes realized. Alas! however, the possibilities of this achievement grow dim with the passing years, and fully eighty-five per cent of the world's populace reach the sear and yellow time of life with the howl of the wolf dangerously near! This human waste is a serious economic problem. It indicates that our system is wrong somewhere. Is it in our boasted educational institutions? Are we training wrong? Sometimes I think we are. It would seem more logical to train a boy or girl to know themselves,

to know the great laws governing life, to know the principles upon which success is founded, than to take years of time familiarizing one with a language that is never used and with mathematical problems that have no bearings on life. I would rather my boy knew his biology and became acquainted with his animal and vegetable ancestry than to be able to read "Caesar's War With the Gauls," in the original tongue.

I would rather he knew that courage, fidelity, optimism, imagination, patience, and endurance were necessary in the achievement of success than be able to solve some difficult problem in calculus.

You may say that childhood is no time for the consideration of life's serious problems. Let me tell you that the suggestions planted in childhood become the serious problems of life, so why not plant in childhood the right kind. Making the

grade is the real problem for all. It makes no difference what your religion or your philosophy may be, the crux of every life is centered upon whether you have been able to climb the hill. Suggestions rule our lives. Consciously or unconsciously we are influenced thereby. If the suggestions set forth in this little volume help some fellow traveler to climb the hill and to make the grade, then, like other suggestions, its life cycle will have been complete.

—C. V. M.

Webster Groves,  
St. Louis County,  
Missouri.



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## CHAPTER I

### INTRODUCTION

**A**N automobile that cannot climb a hill is worthless. When a horse balks every time the going gets hard, it is branded as a plug and loses its value. When a man or a woman abandons his or her purpose in life every time difficulties confront them, they become closely akin to the balky horse or the automobile that carries an inferior motor. A country that stretches away on a dead level is very uninteresting. It takes the hills, the valleys, and the mountains to give the charm to a landscape. **Mountains** have always had an attraction for man. They have lured the artists, inspired the poets, and charmed the dreamer, and they have imparted courage, manhood, integrity, and resolute purpose to all who live in their shadows.

Historians speak of the hardy mountaineers of Switzerland and Scotland, and in these countries the spark of liberty was kept alive when tyranny ruled in other lands. Mountains have charmed because they presented difficulties to those who would enjoy their fastness, and to be really happy one must have difficulties to overcome.

When you fatten a hog, you restrict its field of activities, you take all efforts of obtaining a living away from it, you surfeit it with food, and the hog eats and dies. The more it eats and the fatter it becomes, the more quickly will come its end. So it is with life. Take away the difficulties, level the mountains, reduce the grades, make living one unending monotony, and you are dead. The men who do things are the hill climbers. They take the grade on high and they go to the top without heating the motor. Anything in this life that has a tangible value must be fought for. Com-

pensation has laws that never vary. Whenever you get something for nothing, you are paying the highest price for it and this price is usually that of self-respect or lack of effort.

When an athlete ceases to train, he is on the toboggan slide headed for oblivion. When men cease to climb, when they strike the dead level of life, they begin to toll the knell to their own funeral.

There is no sadder spectacle in modern life than that of the man or the woman climbing the hill to the Goal of Success, financial or otherwise, in order that their sons or daughters may be spared similar efforts. A ball rolls down hill much faster than it can be carried up, and it strikes the bottom with a thud. Start an untrained, unsophisticated young man in life with plenty of money, a good credit, or an established business, and ninety-nine chances out of the hundred, you put the ball of his life at the top of the grade and give it a

push. It is your fault, not his, that it flies through space on its downward plunge and hits the bottom with a crash.

To be capable of climbing hills you must prepare for it while the machine is being built. You can't put weak material into a car and expect it to stand the strain of the mountain trail. You must build every piece of your machine with an understanding of what it will go through; it must be tried and must stand the acid test. So it is in life, you must build for hill climbing. Very little of life's journey lies along the shaded brook, most of it is over hills, across deserts, and up rugged mountain sides. There would be no glory in success if it were easy to achieve, and there would be no pleasure in achieving if it came by the mere asking. A life of ease is a life of failure. If you would be a success, climb. Travelers from all over the world make pilgrimages to Switzerland to climb the

Alps; and the more difficult the ascent, the greater the pleasure in the climb. Every life has its Alps, some more difficult than others, but none impossible. We can climb them all.

A great injury is done young men and young women today in withholding from them the necessity of preparing for mountain climbing. When an engineer starts on a trip he must know in advance something about the road he travels and how much fuel will be needed to make the run. His predecessor acquaints him with the curves and with the grades that must be overcome and he prepares accordingly. When a battle is fought, the wise commander charts the ground, marks the hills, the valleys, and the plains. This knowledge gives him an advantage in deploying his forces and helps him to make the grades. Life is a battle, with success as the victory to be won. It will pay every man and woman

to chart well the field over which the fight is to be waged and build for the struggle.

It is just as necessary to test yourself as it is necessary for the manufacturers to know that every article that goes into the building of their machines is first-class and will stand the strain. The highway of life is strewn with junk,—could not stand the strain. Ninety-five per cent of the men going into business fail—could not make the grade. Only about sixteen per cent of life insurance policies taken out are carried through—could not stand the test. There is something pathetic in the mass of broken human machinery that lies piled up at the bottom of the hill. It resembles the débris that floats upon the water after a disaster at sea, or the wreckage that strews the battlefield after the carnage is over. “Could not stand the test” is the inscription on the stone that

is erected over the grave of buried hopes and blasted lives.

“How can I make the grade?” is the query of the man who knows life; and every hour is spent in an effort to solve this problem.

## CHAPTER II

### HEALTH

**Y**OU cannot climb many of the hills in life unless you have health. One of the saddest spectacles of the present day is the physically unfit that one sees on every hand. In the street cars, on the Pullmans, at the theatres,—everywhere you see the maimed, the halt, and the blind. Children start life with a mortal handicap and they never overcome it. They grow up with flat feet, become pigeon-breasted, wizen-faced neurotics; adenoids abound, enlarged tonsils are found everywhere; malformed jaws are met at every turn.

Young men seem to care nothing for the charm of physical strength and great endurance. The gymnasium does not appeal to them. They never learn the value of a

strong, rugged, enduring constitution. Our school system is much at fault. Our teachers have not grasped the great idea. It is a case of the blind leading the blind.

Biology is the foundation stone of education; but a majority of our young men and women will graduate from our so-called high schools with only a vague understanding of the meaning of this word. Few are ever told where they belong in Nature. They know nothing of their kinship with the rest of the animate world. Nothing is enduring unless founded on fact. Education is of no value when its concepts are false. What matters it if one knows Greek or Roman history, and has no conception of the great laws of life? What is the value to one in being able to chart the heavens and have not the slightest conception of the life cycle of the simplest cell? If you would be educated, you

must know life, from the simplest organism to the most complex.

You cannot have health unless you know Nature's laws and the principles upon which health depends. To be healthy you must live as the primitives lived. It is no mystery why the ancients lived to such great age. Put man in the environment of the patriarchs with the patriarchs' inheritance, and you will see that it is no uncommon thing for men to live a hundred years and still retain the bloom of youth, but you cannot live under present day conditions and reach that age. To be civilized under present conditions means, as a rule, an early grave. Midnight suppers, numerous cigarettes, high nerve tension, an overloaded intestinal tract, high percentage of protein diet, with little physical exercise—all these are efficient tools for the undertaker and assure him of early employment.

The human machine is spoiled in the

making. When you start to take the grade in it your motor heats, your spark plug misses, your carburetor gums and won't work, you blow out a tire, then you are shunted to the side of the road, or you tumble back to the level from which you started and there you remain—couldn't make the grade; you are an old worn-out, broken-down wreck with a sign pinned to you—"For Sale, Cheap"—just like the wreckage of wagons and buggies that you see in blacksmith shops all over the country.

A wave of pity sweeps over me every time I see a derelict, human or machine—"could not make the grade" is stamped all over such relics. Now, frankly, who is to blame for all these human misfits? Why cannot more than forty to fifty per cent of our youths between the ages of twenty-one and thirty-one stand a physical test for the army and come through? What is the

matter? Where is the leak in the factory? Undoubtedly, most of it is due to ignorance of the great laws of life. Man does not like to imitate his animal ancestor. He wants to forget his kinship with the rest of the animal world. He wants to strut on life's stage and brag about his divine origin, but this conception of life makes the Devil laugh because his satanic majesty knows that ignorance is the greatest of all crimes, and ignorance of one's origin is the crime of all crimes. If you would be healthy, get back to first principles. Did you ever see an animal carrying around a coffee or a tea pot? Did you ever see an animal eating a seven to fifteen course meal? Not much. An animal eats one, not over two kinds of food at a meal, drinks water or milk, and does not need a pepsin tablet to help digest it. Men are animals and must be treated as such and their life to some

extent must be patterned after the animal existence if they would be healthy.

Nothing is more pitiful than the old young man or woman. Just when life is really worth while, just when the goal is worth reaching, just when the real test comes, just when we strike the one grade, at the top of which lies the great object to be attained, then our machine breaks down and we go to the scrap heap. Pitiful! It is a tragedy!

Compensation, immutable, unswerving and unchangeable, always gets in its work. Unless the bird uses its wings, it will soon forget how to fly; unless you exercise, your muscles decay—compensation everywhere. You smoke, five, ten, fifteen, twenty cigarettes a day, you get a pleasurable sensation, but you lose in nerve poise and accuracy. Drink alcoholics for stimulation or for the pleasure you derive from their influence, and you lose in bodily vigor and

endurance. Eat heavily of highly seasoned food because it tickles your palate, and you suffer from autointoxication and lose your virile red-blooded punch.

Become a hothouse plant and neglect exercise, and you lose all physical endurance and ability to withstand the impact with the world. It takes a well-built machine to make the grades and you cannot test or know the value of a machine until the going gets hard. No one tests an automobile on level roads. It takes the rocks and the hills to tell whether it has any endurance; and so it is with life.

Live clean, get in close touch with Nature. Know from whence you came and whither you are going, get acquainted with your animal ancestry, and don't be ashamed of them, and try to live without all the embellishments of civilization, and you will make the grades. This is no health primer. The writer does not intend that it

should assist in diagnosing a diseased condition or effecting a cure where a disease exists, but it is hoped that the casual reader, in scanning its pages will become impressed with a suggestion here and there that may cause him or her to place a higher valuation on health and look at it as a vital necessity in making the grade.

To prevent diseases is the great goal of modern medicine. Healthy individuals are the greatest asset of a state or a nation and too much importance cannot be given to the rearing of a race strong and virile, able and competent to climb the hills.

## CHAPTER III

### ENDURANCE

**E**NDURANCE is dependent upon a sound body and a determined will. There are many flabby wills housed in a physically sound body. When this is the case, there is little endurance; and, as a consequence, there is not much hill climbing for such an individual.

By inheritance man is a lazy animal. Not many generations ago our ancestry worked only enough to obtain the necessary food to sustain life and an occasional fig leaf for a dress suit. Press of circumstances made it imperative that he get out and hustle, but the cell life of today still harks back to the cell life of its yesterdays and most of us like to hunt the shady side of the street and loaf along.

The will is the Captain of the Soul.

Without it man has no place in civilization and it takes a strong will to drive the human machine up the hot and dusty grades. "What kind of a motor do you use?" is the first question asked of the automobile salesman when he offers you a car. Experience teaches you that the value of a machine rests upon the stability, the accuracy, and the endurance of its motor. Beautiful upholstery, silver trimmings, musical horns, and noiseless rubber tires amount to nothing unless you have a motor that will run and is as sound as the heart of an oak that has defied the storms for, lo, these many years. So it is with man. You must have the will to do, else your good looks, your Chesterfieldian manners, your kindness of heart and your good intentions will avail you nothing.

Your muscles may be as strong as Hercules' and your limbs as powerful as Achilles', but these are of no avail in the

race of life unless they are driven by the motive power of an unconquerable, untiring will. A sound body and a well-trained, resolute will give the necessary endurance that puts one up and over the grade. Many a weak body has been made to accomplish wonders by a resolute, determined will. Undoubtedly few individuals realize the value of will power, and surely there are very few individuals today that appreciate will training as an asset in life.

Psychology is the baby in the science family; but it is growing more rapidly than Jack's bean stalk ever developed. An understanding of this science dispels about all the mysteries that have clung to man since animal life was first cradled in the forests of antiquity. This science is the light that dispels all mysteries and shows man exactly what he is and what he can accomplish.

To endure one must have a well-trained

will and one which demands and receives obedience from the bodily functions and powers. How is the will to be trained so that it will endure? so that it will apply the lash and drive our bodies on? Wishing does not accomplish. If it did, life would be a hideous nightmare. The inertia of inherited laziness can only be overcome by the stimulus of an untiring, well-directed will. Nothing is impossible where there is resolute purpose and physical health. No restraining hands are laid upon us save our own; but the pity in life is that few, if any, of us ever realize the value of will and the part it plays until life is well nigh gone; and the majority of that eighty-five per cent of failures that are scrapped and junked never knew that standing by ready and willing to help was a power mightier than the old guard and more potential than the lurid lightning. What electricity has proved to be to the motive world, will

power is to the physical. Man today is stumbling along, working haphazardly, falling by the way, groping in the dark, running on a dead level,—all because he does not understand the great motive power, the great value of a well-directed, carefully-trained will, and this power lies within all.

For millions of years the Niagara River poured its immeasurable gallons of water over the Falls, and man never realized that buried in this deluge was a power that would dispel the midnight darkness of a city and turn the spindles and the wheels of a commerce that could feed and clothe a million souls. So it is with the power of will. Men, women, and children are rushing over the great Niagaras of life, wasted, useless failures; while all the time there is a mighty power that would enable each and every one of them to rival in achievement the wizards whose light and whose

reason have been the guide posts of men through countless ages.

You must endure if you would win, and to endure you must have a will that knows and understands. Steam and electricity are man's greatest servants; but, unless one is trained in the use of these powers, they are of no value. So it is with the will. Every individual of average intelligence is endowed with a will, but it is dormant throughout most of our lives because we do not train and use it.

A resolute will enabled John Paul Jones to make the grade when defeat seemed inevitable. It made Washington the savior of personal liberty in the western world when all seemed lost, and it made Joffre victor at the Marne and saved Paris and the Republic of France when it looked as though nothing could stem the tide of German invasion.

The ancients used to exhort their war-

riors to be bold. It seems to me that the slogan of the man and woman of today should be: "Endure, endure."

It is pitiful, but nonetheless true, that most men and women are quitters. If not, then why so many failures? Consult your statistics, commercial or professional. You will be appalled at the mortality. Take a class of boys,—we will eliminate the girls because they are not supposed to keep in the fight any longer than it is necessary to take on the vows of matrimony—after graduation, watch their careers. You will find that about one out of ten rises to any height. The others cannot make the grades. Their motors burn out, they have no endurance, and they fall by the way. Every man in the domain of commerce, or professional life, that has made the grade, has done it because he has had endurance. Of course, he became tired; of course, the way became long and the road dusty; but

the power of endurance carried him on and victory was finally achieved. Now, why did these men endure? In analyzing this question you find the following solution: First, they had physical stamina; they had a constitution that would stand the strain; and, secondly, they had a will power, trained and obedient, that drove them on.

Now, you, my reader, no doubt, possess both of these. If not both, undoubtedly, you possess one, else you would not be scanning these pages.

It lies within your power, unless you are a hopeless invalid, or a mental defective, to train yourself so that you can endure, so that you can make the grade; and, if you do not, then the fault lies with yourself, and not with your stars, that you are an underling.

## CHAPTER IV

### IMAGINATION

**I**MAGINATION is of great assistance to endurance. It is the stimulus that keeps one fighting on when nerve, muscle, and brain are tired.

Physicians find it necessary at times to administer powerful stimulants to keep the fires of life from flickering out. A surgeon's armamentarium is never complete unless he has at his side a hypodermic, loaded with a powerful drug with which to stimulate his patient should the shock of the operation be too severe. Imagination is just such a stimulus in making the grade. Anticipation is a great lure. It has cleared forests and built homes, irrigated deserts and planted flower gardens, tunneled mountains and brought to light the gold and buried treasures hidden by

the convulsions of the earth in its childhood days. It laid the Atlantic cable, thus enabling America to become the next door neighbor to Europe; and it put Dobbins' collar upon electricity, enabling man to send, by the feeble tick of an instrument, a wireless call that can be heard around the world.

Ford anticipated the possibilities of the automobile as he ate his hamburger sandwiches at midnight upon the streets of Detroit after spending hours experimenting with a car that he was afraid to try to run upon the streets during the day, and Anticipation is the twin sister to Imagination.

Some wiseacre said sometime, somewhere, that all work and no play made Jack a dull boy. This philosopher stated one of the cardinal principles of life. Continuous climbs bring on fatigue and fatigue is the result of a poison created by the breaking down of muscle tissue, occasioned by

continuous exertion. It is during these deadly fatiguing spells on life's climb that Imagination and Anticipation get in their work.

Every conqueror has at times been tired, so tired that life seemed not to be worth the living. Robert Bruce stumbled into a cave on the mountains of Scotland fatigued unto death and no doubt said to himself—"Oh, what is the use? I'm so tired;" but the magic spider got in his work about this time and through the eye of imagination Bruce pictured himself leading an army to victory on his native hills. This picture sent him up the grade again and he climbed on until he reached its pinnacle.

Great men grow tired just like the small, but the difference between the great and the small is just this: the great rests for a while and then trudges on and still on; while the failure, when he stops to rest, never starts going again unless it be that

the going is down the grade. Imagination is no more a divine gift than is it a divine gift for one to master different languages by application. A powerful, well-trained imagination, just like a powerful, well-trained biceps, is the result of toil and effort. It is within the reach of anyone who has an average normal brain if they will pay the price to obtain it.

It is just as natural to grow weary, tired, and discouraged at times as it is to be happy and hopeful; but the hill climbers are the ones who recover from the attacks of fatigue and discouragement and keep on climbing. Every day and every night sees them more resolute and more determined. The failures are those who cannot recover from such attacks.

One of the great lessons of life to learn is this: our fight is not directed against either gods or devils; we are fighting for a foothold in the world's affairs, and this

achievement is contested only by our fellows and they are as weak as we.

Nothing paints the sky quite so rosy, makes the birds sing quite so sweetly, or gives to the sunshine and the air quite so much vigor and charm as good health and a vivid imagination. This is a mighty good world; the only fault lies with ourselves. If you put water instead of gasoline in your tank you will never climb the hill; you won't even stand still; you'll retrograde so fast that when you strike the bottom you'll be buried in the mire. Now then, just put the cold water of discouragement, despair and hopelessness into the gas tank of life's motor car and you are headed for the mud flats of dismal failure. A cold motor will not run. It takes warmth and the vital spark to get up motion. It is just this way with life. To make the grade you must keep your motor warm, the gas tank filled

and your carburetors cleaned and bur-nished.

The value of a republic lies in the fact that in it all men are free and equal. Rank, station, and prerogative are given alike to those who toil and strive for them. Under this form of government the hill climbers can go as far as they choose. Under these environments man has nothing to fight except himself, and he alone is responsible if the grades are not made. But imagination and anticipation are the spark plugs that have driven the human cars around the world. Again I repeat that our school system is faulty. I have never heard of a teacher advocating the establishing of a department given over to the cultivation of imagination. On the contrary you find them discouraging the boy or the girl who dares to dream, and in this respect let it be said that the majority of mothers and fathers are dream killers themselves.

When a boy or girl shows a desire to dwell in their Italy and Greece filled with gods and temples, these selfsame mothers and fathers smother with ridicule and scorn the beginning fires that should be fanned into a flame.

The motor is cracked in the making, the gasoline of life is diluted and turned into ice water. Then Mary or John turns turtle, "Oh, what's the use," they say, "me for the bright lights," another car has slipped from its moorings and crashed to the bottom but the driver was not to blame.

Making the grade is the great problem of life. It is the vital burning problem of every man and woman. All want to make it, and most, if not all, try, once, twice, and many several times; but ignorance, ignorance of the great laws of the game, throws most of them back to the dead level; and many go on into the mire.

## CHAPTER V

### PATIENCE

**P**ATIENCE means more than being able to stick to a task until it is finished. A slave can do that, and often blind, unreasoning patience keeps one at that which is unprofitable. But patience does mean having a philosophy that makes one understand that it is continuous, well-directed efforts that win; and, furthermore, patience must have an imaginative eye that sees the completed task and pronounces it well done. A mule can plod up and down the field. It makes no difference to the mule whether cotton or weeds are being plowed, but the plowman would have little patience if he did not feel that he would in season harvest more than a crop of weeds.

To be patient, to keep plugging along, to keep climbing the hill, you must be in-

spired by, and buoyed up with, the hope of reaching the top. It is not patience, but hopelessness that keeps one working at a task that holds out absolutely no promise of ultimate successful completion. The patience that helps carry one up the hill is the cheerful, hopeful kind. It is the kind that realizes the necessity of well-directed, intelligent, continuous efforts. Continuous failure is the great patience destroyer, but temporary failure is the sauce and the spice of life. Continuous success brings ennui and this condition is dangerous. He that thinketh he standeth had better take heed lest he fall, is mighty good logic, but patience becomes drudgery when hope has fled. The animal cell transmits to its progeny a restless, longing, upward-reaching instinct. This accounts for man's continuous progress, and it also accounts for man's impatience.

We crave change. The Bedouin of the

desert cares nothing for a permanent abiding place. When this instinct manifests itself, the millionaire migrates to his winter home among the Savannahs of the South and then to his summer home amid the snowfields of Maine. Change, change everywhere; that's life; but uncurbed this gives rise to a kind of impatience that brings failure to all of one's undertakings. One finds something subtle in an analysis of patience. Pushed to the extreme this human quality can soon become drudgery, and drudgery is death to accomplishment. A drudge gets nowhere unless it be to the cemetery. Healthy impatience is needed in climbing. It imparts zest to the game. It is the salt and spice needed to add the savory taste to the meats of life. But where is impatience to end, and patience to begin? Ah! there is the rub! There is where your finer judgment comes in.

Youth is usually impatient because youth

is restive under restraint. Probably it is for this reason that in the eyes of some it is a crime to be young. Youth does not accomplish much, because, like the birds in the spring, it flits from tree to tree, trying to decide where it will build its permanent abode.

Patience, like steam and electricity, must be understood before its great value can be appreciated, and like these two servants of man, it can become man's destruction if improperly handled.

Self-restraint and self-control are closely akin to patience, but perfect self-control is not patience. Impatience is necessary to progress, but impatience exaggerated is self-destructive. Balanced rations are necessary in maintaining health; and balance between impatience and patience is necessary in making the grade. Undoubtedly it is for this reason that youth is unreliable, because it takes experience to give

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one the necessary judgment, and experience comes with years.

A drill bites through the hardest steel because the drillmaster directs the point constantly against a given spot. It is needless to comment upon the well-known story about the hare and the tortoise. Success everywhere is a vindication of the value of patience. Every grade that has ever been made and every hill that has been climbed has been done on account of patient bending to the task in hand.

It is a narrow line that sometimes separates success from failure. Many a hill has been almost climbed; but almost getting to the top is not getting there. Patience, and not drudgery, is the quality necessary to keep one everlastingly at it. Ability to endure the physical strain does not always mean patiently sticking to a task. Some of the most patient and hopeful workers are not the strongest physi-

cally. Many times a physically weak body is made to endure an enormous strain on account of the hopeful patience of the individual and why not be patient and hopeful in your climb? You are climbing toward a goal that will bring you success, and the right kind of success brings happiness. To achieve is a normal man's ambition and he wants to achieve, because his success will make him find favor in someone's eyes.

The love passion is the lodestar that points the way in most achievements. This statement may be disputed by many, but the cold light of analysis will prove that it is true. The love light has been, and will always be, man's prime activator. It has led him through the million years of development. It made him shed the scales of his reptilian ancestry and robbed him of the long tail with which his simian forefathers were blessed. It has driven him from

a habitat among the trees to a palace on Riverside Drive; and from a tadpole, swimming and hopping through the marshes, to a palatial yacht, riding upon the blue waves of the southern seas. Love has done all this, and it will do even more for man. But patience must stay the hand that would rob man of his achievements by quitting before the task is done. Patience matures the ear for harvest and imprints the blush of ripeness upon the cheek of the peach and covers it with down. This same patience has brought man up through animalism and savagery and made him the conqueror that he is today; but, like an enigma, this same patience can make a drudge out of the mightiest warrior and turn victory into the blackest defeat. Patience, then, like imagination, must be trained; and it must be well directed in the upward and never-ending climb.

## CHAPTER VI

### COURAGE

**C**OWARDICE and ignorance are the greatest of all human ills. Abolish these and civilization would advance so rapidly that a twin-six under strong gas could not keep up with it. They do more to stifle man, hamper progress, and spread poverty and disease than all other agencies combined. Cowardice is man's inheritance from his animal ancestry. When the rule of tooth and claw was supreme, the weaker was devoured by the strong. This condition gave birth to fear; and the weak, acting under this stimulus, in their efforts to preserve life, fled when the strong appeared intent upon their kill. This self-preservative instinct came with other animal inheritances, but when the rule of reason succeeded brutal force, and mentality was en-

throned, fear was so ingrained in man's protoplasmic life that it takes education and training to eradicate it. All men are cowards, but reason and training can overcome this inherent weakness. Only the brave can win. A coward cannot progress. More of the fights in life are lost on account of cowardice than from any other cause. Financiers will loan money to and back a man any time when it is known that he is not afraid. Perils become pleasures to the brave and dauntless; they are the spice of life and a life without thrills is no life at all.

A coward cannot win because fear stifles initiative, paralyzes effort, and throttles ambition. It makes pygmies out of giants and renders a strong man as weak and helpless as a babe. Reason is dethroned when Cowardice takes the scepter; then Logic gives way to Fallacy, and Chaos reigns. The coward is an object of pity.

To him life is a misery to be endured because it cannot be avoided. He cannot understand how to enjoy the game. He is a bankrupt and a failure for all time. And after all it is so foolish to be a coward. Life is not so sweet that it transcends all virtue. I would rather die young as the brave die and leave a brave man's heritage to the world than to live a coward's life though it be prolonged until the end of time. Men live in deeds not years. One's value to the world is measured by what he accomplishes, by the service he renders to civilization, and not according to the length of time he may have lived.

It takes a stout, brave heart to hew a new path, to climb a hill, to make a grade; and it is necessary to train honestly and untiringly to overcome fear. Adults, both men and women, can be convicted before the bar for helping to make cowards. Children are hushed when they cry and are put

to sleep by being told that a bogymen will get them if they don't watch out, and these phantoms of childhood become real in time. Mothers and fathers, in their ignorance, prey upon the fear instinct of their children and control them through this medium because this club is easiest to wield. More children are beaten and bruised psychically in this way than physically. It takes time, patience, and courage to explain to a childish mind why this or that must not be done and it is easier to hurl a threat than to give an explanation. A mother among lower animals bites and slaps her young in reprimand. The human mother bites and slaps her young in a psychic manner by promising that dire and terrible things will happen if they do not obey. One is supposed to be brutal, the other refined, but let it be said that muscle tissue when bruised repairs with much less danger of permanent injury than brain tissue when injured by a

psychic trauma. Ignorance is the greatest of all crimes. It is the breeder of all crimes. Men lie, steal, forge, and commit murder on account of their ignorance of the great laws of compensation. They do not know that they are a related part in the great cosmos and that every time they work injury upon their fellow man they work it upon themselves. Light, more light, is the despairing cry of the scientist, because light, and light only, will save the world.

Why must the average man attain the age of thirty-five to fifty before he finds himself, before he is squared away and ready to make his impress upon the world? The most logical answer to this question undoubtedly is this: it takes most men until that age to unlearn the erroneous things taught them by parents and teachers; to overcome the fears of childhood ingrained in them, and to learn what consti-

tutes real life. When teachers and parents realize that success in life consists in being able to make the grade, more boys and more girls will be trained for hill climbers. At present it is enough to make angels weep to see the injustice heaped upon childhood. The wonder is that even so high as five per cent of business and professional men become signal successes and reach the top of the grade. If Henry Ford built his cars as carelessly as ninety per cent of parents and teachers train those under them, the Ford factory would be closed, except to the owls and bats, in less than two years. Men pose as teachers who are as ignorant of the science of psychology as a babe at its mother's breast is ignorant of Caledonian history. Mothers and fathers who are as ignorant of the great psychic laws governing life as an owl is ignorant of the principles of light are raising children, or trying to raise them. You cannot govern

and you cannot teach unless you understand the power of this great psychic tide in a human life that ebbs and flows like the tide of the mighty ocean. Ignorance is the curse of the world.

Ninety per cent of men and women, normal in mind and healthy in body, can make the grade, can climb the hills if they are properly trained in childhood, and are taught the great laws of life.

The greatest of all waste is that of human lives. Scientific medicine today is bending its every effort to conserve, to lengthen and to strengthen life. "Prevent disease rather than cure it" is the slogan, and the modern physician is trying to teach this. He knows the danger in the psychic trauma; he knows what it takes to climb the hill; he knows that the coward can never make the grade; and everywhere he is trying to create better than he finds. Make our boys, our girls, our young and

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our middle-aged men and women brave and courageous, then we will have a race of hill climbers, a race that can make the grade.

## CHAPTER VII

### SELF-CONFIDENCE

**F**AITH in one's abilities has removed mountains. Lack of this faith fills one's life with sloughs of despond. You cannot climb successfully unless you have unbounded confidence in your ability to reach the top. Life is one constant succession of suggestions and life is bent in accordance with the trend of these suggestions.

Self-confidence is an auto-suggestion that you have the ability to win, that your ship is staunch enough to weather the storm, that your motor is strong enough to climb the hill. If you lack this requisite to success, you might just as well get on a sidetrack and content yourself with watching the other fellow pass by. Lack of confidence is deadly to the success germ. Self-

confidence is termed nerve in some. "He has the nerve to win" is frequently said about the man who dares opposition, who defies oppression, who challenges obstacles; but self-confidence is a better term. This simply means that one has faith in one's undertaking and confidence in one's ability to win.

Confidence begets confidence, repetition gives birth to habits, and habits rule men. When you get the success habit you have won the victory of life.

Men have toiled and lost because they toiled half-heartedly. They had no confidence in their undertaking, they put an icepack on their motor and then could not understand why they could never get up any speed. Self-confidence begets enthusiasm and hope kindles the fires of determination and builds a palace instead of a hut.

The world's great accomplishments have

come about because a man had implicit confidence in his undertaking and fired the confidence of his fellow man until it flamed as brightly as his own. Columbus knew that by sailing westward he could reach the Indies and he told his story with such enthusiasm that Isabelle caught the vision and stripped her jewels from neck and arms and cast them at the adventurer's feet. Reed, Carroll, and Lazar were confident that the yellow fever germ was carried by the mosquito. They were so confident that this was true that they bared their own arms to the sting of the mosquito previously fed upon the blood of a yellow fever victim; subsequent results proved their correctness and ever since these experiments were made the South has smiled in security, serene in the knowledge that never again can this grim messenger of death invade her land.

Morse knew that an alphabet of dots and

dashes could be worked out so that electricity could be put in chains and do man's bidding. Today every message that spats its wireless way around the world is a vindication of his idea.

Turn anywhere, look down time's corridor, and you find that the men have won who knew that their message was correct and true. They first convinced themselves and then convinced the world. You can lay a match with perfect security beside a train load of powder; so long as the match is not ignited the powder is perfectly safe from explosion, but light the match and you rock the world. You will never do anything, accomplish anything, or get anywhere until you light your match; but when your own torch starts burning, you have a chance to ignite the world.

Here again our educational system is at fault. Boys and girls are penned in a room twenty feet square and are told about the

abstruse problems of geometry or the intricacies of a language that lost all value after the light of the Roman empire ceased to burn; but there is never a word said to these embryo men and women that theirs is the hand that controls their destiny, that in their keeping is a pearl of great price, that self-confidence, nurtured, trained, developed, will prove the lamp that lights the universe. The crime for which the twentieth century will be accused is its mistakes in education. A man here and there gets the so-called secrets of success, he stumbles by chance or otherwise upon the great laws that make him win; and he uses this influence to further his power over his fellows. Carnegie caught it and then the lurid glare from his steel furnaces painted the midnight skies; but he has made a dismal failure in his efforts to send this message ringing throughout the world. Almost anyone can read. Look around you

in the street cars and you see everyone reading; and while they read, they are on the way to have their necks collared and their wrists clasped in handcuffs by the man who knows. We do not need readers only; we need thinkers;—men and women trained to think for themselves, trained to be independent and self-confident.

Rockefeller is a public benefactor. His educational scheme would be complete if he would only add to the great institution that bears his name, a department where teachers could be trained in psychology, the science of conduct, the science of knowing yourself, and then send these teachers out to instruct men and women how to develop confidence and how to know themselves. Few men can think. Most all can read; but it is the thinker who does things. Look at Germany today. A coterie of scholars have done the thinking for eighty million souls. In turn for this thinking,

many have been willing to fight and die. Now the conflagration, started when the match was struck by some unknown Servian, is lighting up the world, and America has shuffled her cards, dealt out a hand, and sits in. Self-confidence has swayed the scepter over man and over his animal ancestry from the spawning time of Creation. It has lighted all the intellectual fires that have burned upon the hilltop of achievement, and this same self-confidence will go on to victory when all other human qualities have lain down to die. Confidence can be the gift of all. It is the Geni standing by ready to grant man's every wish, but it must be recognized, it must be nurtured and it must be trained. This quality puts men over the grade and up the hill and gives them the right to conquer.

## CHAPTER VIII

### OPTIMISM

**S**UNSHINE is essential to life. Disease and crime breed and grow where there is darkness. A hopeless individual is already defeated. The poison has entered his soul and paralyzed his initiative. Pessimism has crowded the lower rungs of life's ladder and gives plenty of room to those who would go to the top.

Optimism is a state of mind, but it is more contagious than the measles. Like a little leaven, it leaveneth the whole, but this quality is necessary to anyone who succeeds in making the grade. All successful men are optimists. If they were not, they could not succeed. It is probable that some individuals who revel in pessimism have reached the top; but, like barnacles,

they have ridden up fastened to the back of the other fellow.

Jim Hill was optimistic with reference to the future of the Northwest. To him that empire was capable of being converted into the granary of the world. He believed in its future. In his imagination he saw fields of grain waving golden in the sun; he saw a railroad, reaching across the forest, over the mountain, through the vale, on and still on until it touched the tidewater of Puget Sound. He believed in the Northwest and made the Northwest what it is today. He was optimistic and his optimism enabled him to make the grade.

The Christian Science church has climbed the hill because its leaders and teachers are optimists. In this respect it is so far ahead of other denominations that the orthodox churches can scarcely distinguish the tail light on the Eddy machine, and as the climb still goes on, the distance

between these two organizations will increase.

Healthy, vigorous, normal men and women want to be, and are, optimistic; but some killjoy comes along on a bright day and says to Molly or John, "You are looking badly, don't you think the world is lost? Isn't it terrible how late that Jones girl stays out with her beaux? Did you know that Jim Pollywog has infantile paralysis and *all the children on this block are in danger?*" Goodbye to John or Molly's sunshine. They have been hit a solar plexus blow by some old dyspeptic who should have been confined as a public nuisance long ago. And thus the world goes on. It is easier to condemn than to praise, easier to kick a ball down hill than to push one up.

Mrs. Eddy was a good psychologist, so are the homeopathic physicians. One knew that the world would rather be happy than

sad, the other knew that people would rather take a small sugar-coated pill than a spoonful of slough water as bitter as gall. If the Protestant churches do not abolish the cowl, the long face, glowing fires and roasting irons, the Christian Scientists will soon have the odds so much in their favor that churches everywhere will be turned into reading rooms and ministers will be readers of the new Bible.

Pessimism is a sign of disease. When the world is black to you, your alimentary tract has become the breeding ground for a million germs that have poisoned you and obstructed your vision. Sane, healthy individuals never wear a grouch. Men and women are made invalids and criminals because they lose hope. You try to dam the ebb and flow of the ocean's tide and you court destruction. Try to dam the great psychic tide in a human life and you are undertaking something equally as dan-

gerous. Man was born to be happy, to be healthy, to rule, to win, and to love. Thwart any of these laws and you beget disease, you beget sorrow, you make men cowards and bring on premature death. And, after all, what is the use to sorrow? Life flows on in its remorseless way, independent of any thought or act of ours. Men are born, marry, and die, irrespective of whether you and I smile or frown; but sorrow kills, it paralyzes and renders you inert.

Crile, the great Cleveland surgeon, has demonstrated that sorrow reduces the chance of a patient's recovery from an operation more than one-half, and fear of an operation literally kills. Sorrow, grief, pessimism, have made serfs of men and women. Banish this somber triad and you will add fifty per cent to the longevity of life, you will double the value economically of every man and woman, and you will in-

crease the percentages of success a thousand fold.

Henry Ford knows life. He may have started only as a mechanic and made his wealth out of things mechanical, but somewhere he caught the whisperings from human hearts and he has interpreted these whisperings correctly. He knows what is necessary to make efficient workmen and that in accordance with the efficiency of his workmen does he progress.

A living wage, hope of independence in old age, hygienic surroundings, love and kindness,—this is the slogan in the Ford factory and this is the Golden Rule of life.

Be an optimist if you would make the grade—not a foolish optimist, not the kind that would have you mix matches and gasoline, or the kind that would have you send a babbling baby girl to fight a bull, but the healthy, sensible, capable kind that makes you see the glint of sunshine everywhere

and the flowers that bloom along the way. This spirit will put red blood in your veins, will put determination in your heart and will make you make the grade.

## CHAPTER IX

### FAITH IN THE SUCCESS OF YOUR UNDERTAKING

**Y**OU must believe in yourself and in the service that you are capable of rendering to the world if you would win. You must convince yourself, first, that you are capable of making the grade, and with the saturation of every fiber in your being with this belief success will come. If you want to fire your fellow man with enthusiasm and the power to win, pat that fellow on the back and say, "Old man, you are a winner, I believe in you, you are doing a great work, just keep on striving, hew to the line, fight on, and victory is yours." If we could have words like this repeated to us frequently, honestly, conscientiously, and enthusiastically, the business mortality of the world would be lessened.

It is a pity that so many people belong to the icewater brigade and keep their tank full all the time. It's a crime to discourage any individual. It takes the zest out of life and makes sorrow breed a crop where happiness should reign. But man is envious. Your neighbor slips on the grade, falls back or gets ditched to one side. You come chugging along on a good head of steam and seem to be making the grade, and this envious brother slips some water in your gasoline, or puts a tack in your tire and soon you join him on the roadside and thus the failure family grows.

Do not expect plaudits from the world as a free-will offering. If you want recognition, you must go out and fight for it and you must wring it with the hands of toil from an unwilling populace. The world will pay its tribute of respect for signal service, but it never applauds the loser. You must win to find favor in your neigh-

bor's eye. While it is true that the world will not applaud you and cheer you on in your fight, the fact remains that you can applaud and cheer yourself.

Perfect faith in your ultimate success is the greatest of all tonics and it is the tonic that is constantly at your service. Every man has a double; there are two beings on hand all the time—the conscious and the subconscious. The subconscious wants to help but the conscious man is ignorant of his ally and goes through life on one cylinder. We sleep and dream. In our dreams the subconscious is in the ascendancy because our conscious self is then unconscious.

Auto-suggestion is our means of communication with the subconscious mind. Through this medium we keep in constant touch with our ally and we need never be afraid of its deserting us. The men who have made the most pronounced success

are the men who use this power. Consciously or unconsciously it is called to their assistance and it has never been known to fail. If you need convincing evidence of this, talk to a man that is pursuing some great idea and has implicit faith in his ultimate success. You soon catch his spirit and shortly become an ardent supporter of his opinions. His faith convinced you, but first his faith convinced himself. You simply caught some of the warmth with which his spirit was all aglow. This quality is that which distinguishes the man of achievement from the common herd. All men are capable of developing this power; but like the gold in the mountain side, it is hidden from view and can only be utilized by digging and working to bring it to the surface. The road to success is as plain as the Lincoln Highway, but men are blind. Indolence, pleasure, procrastination, ill health, cow-

ardice, and all the negative powers of darkness have hidden the light of achievement from their eyes. The populace sees one of its fellow men climb over its head by sheer merit. It tries to pull him back to its level, but he still goes on and makes the grade. Instead of subjecting this man to the cold light of analysis and finding out why he won, the crowds take up all their time in condemning him, and envying his achievement; but the same rules that this man followed are open to the crowd, they can choose the same path, and they can achieve the same as he. Success never locked and barricaded its doors against man. It is simply fleet of foot and challenges in a race of endurance and pluck; and victory has always been awarded to the strong.

Believe in yourself, know you will win, and the first great barrier has been overcome. Lack of faith in your work is a hu-

man handcuff and chains you tight and solid to the rocks of dismal failure. No wonder Christ said that if you had sufficient faith you could move mountains. This is literally true and every successful man is a living example that such is the case. It is enough to make angels weep to see the lack of faith that the majority of men and women display in their work. Labor unions are a first-class protection against class oppression but they fall short of the mark that they could reach if they would do some educational work among their members. Personally, I am for properly conducted labor unions. There is no use trying to deny the fact that man is inherently selfish and domineering. Without labor unions, many employers would make peons and serfs of their employees, but labor leaders are blind to the great laws of evolution and to the great principles of service. Labor unions have trained

men, not educated them. The educated know they must serve their work if they would have their work serve them; faith in your work, love of it and implicit faith in its future is the greatest service you can give to the business of life.

The hope of mankind lies in love and work. When God drove man out of the Garden of Eden and made him earn his living by the sweat of his brow, the dawn of a new day was ushered in. There would have been no progress if Adam and Eve had remained in that mortal Paradise; life would have become burdensome, and death a thing desired, because it would cut short an ennui that is more terrible than death.

Work is the crowning achievement of man. Labor and love are the dual forces that have mastered all difficulties, climbed all the hills, and made all the grades over which civilization has trod in its upward and onward march.

## CHAPTER X

### POISE

**B**ALANCE is necessary in all things. Nature demands and preserves an equilibrium. Get out of balance and you are in danger of a fall. A well-ordered and successful life consists of being able to preserve your poise, in keeping in tune and in harmony with nature. Insanity is caused by the loss of mental balance and failure comes to a life that is not well poised. It is amusing, though pitiful, to see the energy wasted by raving over the weather. "This is the hottest day I ever experienced" is hurled at you a dozen times during the morning by some fuming, fussy neurotic when a glance at the thermometer would convince one that the temperature is about normal. "I am dead tired, utterly worn out, worked to death," is said over

and over again, day after day by individuals who are perfectly normal in every way except for lack of poise. Haste, extravagant statements, fussing and fuming does nothing but burn up your gasoline. You stand still all the time but your engine is running at top speed.

Mrs. Eddy scored her greatest hit with the Christian Science religion when she made as its chief tenet the abolishment of worry. If you want to see a satisfied individual and one who knows that everything is all right, you must meet a Simon-pure Christian Scientist. It is quite a beautiful religion and one that seems to serve the purpose.

An engine needs a governor; without this its value is nil. Instead of serving man it destroys. The same is true of life. Lack of poise, lack of perfect control of our emotions, lack of order and equanimity, and life becomes chaos; nothing is accom-

plished, all the energy and efforts needed in climbing, in making the grades, are burned up while we stand stock still. "Am I my brother's keeper?" can well be answered in the affirmative. Life is so interrelated that every individual is a cog fitting into a neighboring wheel. Economic loss, inefficiency, waste and destruction are felt by those living far and away from the immediate scene.

A parent laughs at the childish tantrum, but this mental gyration is burning a path of destruction across that child's mind that will cause misery, suffering, and failure. It is easier to laugh than to repair, to threaten than to explain, and the march of ignorance goes on. Anger burns up a million tons of human energy and leaves nothing but ashes that blight and wither every object that they may touch. What a pity that self-restraint is not featured more and more in the home, in the schoolroom, and

in the marts of trade and commerce. A man or woman who is composed under all conditions is the bulwark of civilization. Perfect poise could have prevented all wars, would thin the ranks of the legal profession, the members of which fatten upon the fights and bickerings of their fellow men, and would close the doors of nearly all, if not quite all, the sanatoriums and asylums in this country. Nervous prostration is on the increase. The country hillsides are being dotted with institutions where the neurotic, the hysteric, and the unbalanced assemble for treatment and for re-education; all caused from lack of poise, lack of a governor to properly regulate life, to harmonize it with the laws of nature by which all things came into existence and by which they must be ruled. What a pleasure it is to meet an individual of perfect poise, not a prude, but a man or a woman that understands life and the laws

of living. Calm, courageous, hopeful, patient, determined, never losing sight of the goal, the person with poise moves on. He lives one day at a time and tries to make every minute of the present count. No time is spent in idle romancing on what the future may bring to him and the past with its mistakes and its sorrows is forgotten. Right now, the contact point with the past and the future is his chief concern and he makes the present the golden moment of opportunity. Such an individual is headed straight toward the Goal of Success. He may be halted, but such an interruption will be only temporary. His great business in life will go on and he will get to the top.

Most, if not all, the successes in life are those individuals with poise. There are rare cases where this principle is ingrained in the individual early in life and then we have the early successes. Occa-

sionally you see the bank president, the congressman, the governor of a state or the president of some mighty corporation who has broken all precedents and achieved the goal at thirty to thirty-five. These individuals were early trained in self-mastery, either by their teachers or by themselves, but such instances are rare. Most men who win arrive after they outgrow the error taught them by their blind leaders. This, no doubt, is the reason why more than half of a life is spent before one finds one's self and evolves a correct philosophy of life.

The God of Failure must grin every time he takes account of his human chattels. Worse than sheep do men and women trail a leader or a precedent. Judges render their decisions in accordance with the decision of some judge preceding them. Business is conducted by men today like their ancestors conducted it a quarter of a

century ago. Physicians are treating cases like they imagine textbook writers treat them and thus the procession continues. The eighty-five per cent who fail are the trailers. They never work out their own methods of procedure, they never think for themselves. Lack of poise, lack of stability of purpose make them a weathercock, to be blown about by every varying wind. A ship must be held to its course if it ever reaches the harbor. The pilot never takes his hand off the wheel. Through shallows and in deep currents, he threads his way on and still on. If he does not follow these fixed unvarying laws of navigation he soon brings destruction to himself, his cargo, and his passengers. Every man or woman is the pilot on his or her ship down the River of Time. They must steer carefully and be at the wheel constantly. Indecision, impatience, cowardice means loss of control and then you are on the rocks.

Perfect balance, careful judgment, and an understanding of values gives one poise and enables the voyage to be made without mar or mishap. Training for poise is one of the great businesses of life. In this, as in everything else that is worth while, it is found that eternal vigilance is the price of success. You cannot maintain poise and neglect your training any more than an athlete can keep in physical condition and neglect exercise. But poise can be attained and kept. Its maintenance means much and it is of inestimable value in making the grade.

## CHAPTER XI

### CORRECT ESTIMATION OF VALUES

**T**HERE is both a science and an art in the correct estimation of values. It takes training and mature judgment to pick the false from the true, and there is a fine art in the application of values to the things in life that are worth while.

It is easy for one to fall into the error of thinking values are relative, except those standardized by mathematical precision. Perspectives of value may vary, but the inherent value remains irrespective of whether an article be judged by one competent to pass an opinion on its worth or by a mere tyro and the value of those things in life that assist in making the grade remain fixed and definite, it makes no difference through whose eyes they are looked upon.

Industry has a definite value in the mak-

ing of a success in life. The hill climber knows this and his constant application is one of the reasons for his continuous progress. The dilettante has no estimation as to the value of industry; to him work is a burden to be carried only when stern necessity forces him to it, but the value of industry remains and the understanding of it brings success to the industrious one. Honesty has fixed and definite values, that must be understood. The man of integrity knows that a successful life is based upon honesty, and he strives to make this a corner stone in the structure that he builds. The fact that the less honorable individual fails to take into account this feature and builds his house upon the sand does not detract one jot or tittle from the intrinsic worth of honesty. The value of patience, imagination, self-confidence, health, truth, and honesty of purpose remains the same, and will always be fixed and definite; it

makes no difference what your estimation of them may be.

A yardstick measures thirty-six inches. If one looks at a string that is thirty-six inches in length and says that it is only thirty-four, the thirty-six inches still remain; the value is not lost because some individual underestimated it.

A correct understanding of values that touch the great principles of life is an absolute necessity in making the grade. Your taste may differ from that of your neighbor, your likes and your dislikes may be entirely at variance, but all must agree on the worth of the cardinal factors that constitute a successful life.

Pleasures have a great value. The esthetic must play a part in making the grade, but an incorrect value placed upon pleasures may bring about one's utter ruin. Narcotics, depressants, and various medicines have a value, but a misunderstanding

of these values may cause them to assume the rôle of a destroyer. To judge correctly, to know values and to estimate their importance in building the fabric of life is one of the fine points in climbing the hill.

The great problem constantly coming up is how can one interpret values correctly and get a true conception as to their worth. Careful analysis will enable one to detect the false from the true, the counterfeit from the genuine, and such an analysis is always possible.

A good engineer can tear down his machine and build it all over again, or he can take the object in concrete and reduce it to a pile of scraps. Analyzing one of life's problems reduces by half the difficulties encountered. Tear down the stone wall that impedes your progress; you may not be able to overcome it *en masse*; but take it down piece by piece and you will soon have it leveled to the ground.

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Nothing is impossible to the man or the woman who can correctly judge values. Most individuals exaggerate. It seems to be impossible to form an absolutely correct conception of what a thing really is worth. In business most men deceive themselves as to the real condition of their affairs. Any banker will tell you that he will discount from one-third to one-half the reported net worth of any commercial statement that is not furnished by a certified public accountant. Most professional men will express themselves on some scientific point without being familiar with the absolute facts in the case. Incorrect conception of values keeps one headed toward the rocks. Water is necessary to satisfy your thirst, but it never would propel a gasoline motor car. Its value as water cannot be questioned, but you get in trouble when you give it an undue value in thinking it will run your machine. Inflated

values have brought on most of the world's financial crises and they cause many of the personal failures. Habits are formed on account of the value that we place upon certain things. The young man gets a taste of champagne suppers and bridge parties. In his estimation of things material, they have great worth. He devotes more time to them than he can spare and money that is not his. In time the false values that he placed upon these things bring about his failure and the complete shattering of his life. Another individual underestimates the value of honesty, of integrity, of truth; he holds the cardinal factors in life as being of no value and he disregards their tenets. In time his reputation is gone; he has violated all usages of ethics and is a moral bankrupt, if not a fugitive from outraged society. You cannot climb unless you correctly judge the values of those things that constitute the warp and the woof of a suc-

cessful life. You may run on the dead level of life and get by with a false conception of values, but just as soon as you start to make the grade you are lost.

The pity of so many lives is that so much time is consumed in arriving at a conception of what is true and what is false. The fires of youth burn hotly. It is hard to keep them in bounds. Pleasures lure and charm and hide the pitfalls. Values are over- and underestimated, and it is hard to separate the false from the true, but when values are once well established, then the road straightens out and the upward climb becomes easier.

## CHAPTER XII

### HONESTY OF PURPOSE

**H**ONESTY is an effort to know the truth, to avoid error. There are fixed and definite principles of ethics that must be followed to win. A house erected without proper regard being given to the rules governing balance and resistance will fall to the ground. A machine that is constructed without due consideration being paid to the laws governing mechanics will not do the work intended for it by its designer; and a life that is built without due consideration being paid to the fixed and immutable laws of truth and honesty will fail. You cannot slough your human machine in the making and then expect it to stand up under the grilling test in life's endurance race. You must build four square, you must give service plus.

An artist paints a picture and weaves into its colors his very soul. It takes months and years to complete it, but it is true and tells an honest story and this picture lives for all time. Another painter makes a daub, sells it for a trifle, and this soon finds a resting place on some forgotten wall.

The pyramids and obelisks of Egypt have withstood the decaying power of time for centuries. Their builders and the race to which the builders belonged have long since crumbled into dust and today are known only through the pages of sacred history, but their handiwork remains because it was honestly done. Business physicians have tried to work out a list of mortality statistics. They do postmortems by the thousands and then publish their findings to the world, but it seems to me that back of all the gruesome facts they bring to light is a reason that transcends all.

Modern civilization means an artificial life, and artificialness means sham, and sham is dishonesty. Into the warp and woof of most men's lives there creeps something that is not just square, that does not ring just true. You do not have to be a deadbeat to be dishonest, you can cut the corners in your business life in a thousand ways and not violate a statutory law, but every time you cut a corner and shade your fellow man in a transaction, you violate one of the laws of success and you pay the price thereby.

Service plus is the rule of the game if you would win. That employee who filches an hour's time is doing the greatest injury to himself. That employer who tries to add an extra dividend to his earnings by wringing it from the lives of his employees is hurting no one so much as himself. He may add to his bank account, but he loses in fineness and character those things that

soar in value far above the worth of gold. A high sense of honor must be cultivated. One must not lose sight of his animal ancestry and the primitive rule of tooth and claw. Ethics is the result of reason's rule and transcends brutal force. Forget this principle, blot out this light, and civilization is nothing but a veneer, is nothing but a pawn with which the brutally strong can play at will.

Honesty protects the weak against aggression, it subdues the animal instincts, it respects human right irrespective of whether those rights are backed up with bustling bayonets and big guns. It is the cordon of defense thrown about the weak. It is more than a scrap of paper. The training for honesty in life is like the making of a superb machine. You must build carefully and in harmony with truth. The more care and attention you give to it, the finer the product.

There is not enough emphasis given in our schools to ethics. There is not enough attention paid to it in our homes. Honor should be impressed upon the life of a child from its babyhood, not fear but honor, and an example of honor should be set before it and an atmosphere of honor should surround it in the home. How can you expect a boy to be four square with the world when he sees his father and mother do unclean things in their contact with their fellow men? And let it be said here that childish minds are quick to grasp the false, much quicker than they are given credit for being able to do, and they do not forget. An impression made on a child mind lives for all eternity. Like stain upon the snow, it remains until life melts and fades away. Many a vicious life is started from impressions made in childhood and many a wrecked machine is due entirely to poor workmanship in the making. You cannot

build false and run a winner's race. The great laboratory of the human soul tests all things, and by these tests one stands or falls.

Nature sets a good example. She always rings true, and what man gives to Nature, she in turn gives back to him. Give the world loyal, loving, worth-while, square and honest service and you will be rewarded in proportion to what you give.

Jesus gave utterance to a basic truth when he said, "Give, and it shall be given unto you," but let us understand that this must apply to the broad principles of life and not to some sickly sentimentalist's plea for aid to some pet cause. Give the world the best you have in an honest effort to serve your work, your family, and civilization; and the world will give back to you in kind.

If you pour muddy water into a pitcher, you will pour muddy water out again.

Slight and you will be slighted. Give and you will be given unto.

Life is not a thing of chance. Success or failure is not accidental. There is no such thing as luck. Mankind was cursed when this word was born. Its false hopes have lulled men and women into an unconscious security or into a hopeless condition for ages. "What is the use, my luck is against me," has been the nightshade grasped in many bruised and bleeding hands as the hopeless one expired. "My luck will protect me" has been the insane cry of many a reckless voyager as he drifted on toward the Cyclopean rocks. There is no mystery in success. The road to achievement is well charted. It has been trodden by countless feet, but it is straight and narrow and permits of no short cuts. Build every day like the Egyptians built their pyramids; cut and polish every stone. Run square with the world and you will have no complaints to

make. Give your best to the world and the world will give back her best to you. Pour clear water into your pitcher of life and the pitcher will return clear water to you. Build honestly and your machine will run true to form and will carry you up and safely over the grade.

## CHAPTER XIII

### PLEASURES

**T**HERE are flowers in the gardens, as well as grain upon the hills. There is an esthetic life, as well as a material one. The proper mixture of the two makes for a well-ordered, successful existence. Pleasures well chosen and properly assimilated help materially in the onward climb. It can be well said that blessed is he who finds his pleasure in that which does not harm.

I trust that I may be pardoned for again referring to values, but the subject of pleasures in life is so akin to that of values that it is almost, if not quite, impossible to discuss one without referring to the other. It can well be said that the value placed upon pleasures is entirely relative. The artist revels in a winter sunset, a soft and shaded

twilight, and a harvest moon hanging resplendent in a midnight sky. To the stolid brain of the peasant, no pleasures can be seen in any of these things; but to such a mug of ale served by a rough-armed barmaid is considered to be one of earth's choicest blessings. A game of golf is a great pleasure to one tired, brain-fagged business man; to another there is no value in the noble Scottish pastime, but a game of domino or checkers is a great treat. Comparisons in this way might be indefinitely prolonged to show the impossibilities of standardizing the values of pleasures. But enjoying pleasures in life is a great help in making the grades. The wise manufacturer knows that he cannot drive his machinery day and night; he must give it an occasional rest. Molecules, inanimate though they be, will disintegrate, fall apart, and break down unless given rest. So it is with the human machine. Ceaseless driv-

ing, constant application, continuous use of the motor and your organization breaks down under its own strain.

Diversion then in the form of pleasures becomes of great value in making the grade. One of the fine arts of living consists of being able to get the maximum pleasure out of your climb and still continue to drive ahead.

It is a pleasure to live, love, and work, and one should be an incentive to the other. Under natural conditions this would be true, but civilization means living under artificial conditions. The higher the civilization, the more artificial it is. Mountain climbers strive to attain some far-away commanding peak, because it gives them vantage ground from which to survey the surrounding landscape. They get genuine pleasure out of being able to view the valleys, the rivers, and the less commanding points from their eminence. The pleasure

they derive from this outweighs the toil and the effort necessary to make them climb. Pleasure was the drive that urged the Alpine climber over fields of snow and ice, up and still up and on, and so the pleasures of making the grade grow apace as the journey continues. One rests on an eminence today, enjoys the flowers, the fruits and the scenery, and waves back at his fellow climbers, then he turns his face resolutely to the fore and makes for the next commanding ridge. Pleasure in accomplishment, that was the urge that drove him on. The failures, the eighty-five per cent, cannot get in tune with enjoyment of this kind. Material, animal enjoyment constitutes their pleasure. To one of this type there is no beauty in the orchid, but the cabbage carries to him a great happiness. There is no harmony in a symphony to him, but ragtime has an indescribable charm. But the keen pleasure that achieve-

ment brings is one of the factors that makes for success.

You cannot win unless you feel that you would rather have success than anything else in the world. A thoroughbred racer runs because he loves to run, but you have to ride a selling-plater with whip and spur. You cannot drive a man or woman up the hill. You may push or pull them up, but unless they want to go and want to go so badly that it hurts to be anywhere else except in the race trying, there is not much hope for such an individual being numbered among the hill climbers. The pleasure in achieving is the urge that drives men on. The captain of industry and finance does not work solely because he wants to pile up money; money is his least concern; but he keeps on because he loves the game and enjoys the ride. Nothing is more pitiful than the man whose sole idea of success is the accumulation of money and whose

eyes never get above the dollar mark. The truly successful man thinks secondarily of money. He first wins on account of his love for the game, then money comes; but that individual who thinks solely of money, never gets it and never experiences any of the great thrills that success brings.

To select and enjoy pleasures that help in the climb is a fine art and comes with training and a broad understanding of life. It takes the inventor a long time to make his models, try them out and perfect a machine that will serve. It is the same with life. It takes knowledge of the game, acquaintanceship with its many sides and a perfect understanding of the lights and shadows before one is capable of standing the strain that comes in the continuous upward climb.

## CHAPTER XIV

### KNOWLEDGE

“**A**ND ye shall know the truth, and the truth shall make you free” bears the vintage of an utterance made when civilization was young; and knowledge is truth. When you become really educated, the fetters fall away and you are free. Knowledge means more than being able to sign A.M., A.B., or LL.D., after your name. It means knowing life in all its varied ramifications, under its different and many-colored settings; it means an understanding of the great cosmos, a correct interpretation of Nature’s way and Nature’s laws; it means that you must know and understand the cry of the weak and the feeble and harken unto that cry, that you be familiar with the ways of the strong and detect the hidden weakness in their sup-

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posed strength. To know is the privilege of all, is within the reach of all, and will bless and benefit all. Knowledge is not relative, it is exact. When you know, you are free. When you bow to the unknowable, when you recognize anything as mysterious except space and time, then truly you are bound in the shackles of ignorance. You must know to win. Ignorance is no excuse before the law, and Nature's law knows no pity. In the race of life you either win or lose. Man may pity the failure, but Nature never does. When you fail, you fail and success never condones a mistake. Knowledge cannot be laid hold of easily, but once it comes into your possession, it remains for life. Men live by truth, by error they die. Man's only hope lies in knowing, knowing the laws, not man's laws because they are artificial, but in knowing the great laws of life. When you climb you do so because you work in harmony with

laws. When you fall you do so because you transgress laws. To be educated is to know life and to obey law. Crime of every description is the result of ignorance. Man would not be so foolish as to bring the suffering upon himself that follows the violation of law if he only knew.

Every man and woman wants to win. They start in life with high hopes and great expectations. They plan a brilliant future for themselves and then they fail; but when you analyze these lives, why should they not fail? They followed the direct path that leads to failure, they were simply mistaken in their direction. You cannot reach Chicago by traveling south from St. Louis, but Chicago remains in its identical location and would be glad to welcome you; but if you travel in an opposite direction all the time you, and you only, can be blamed for not arriving at your destination. And so it is with life. You want to reach the

harbor of success; you deserve to reach it, but if you travel in the opposite direction, success is not to blame. Knowledge, real knowledge, keeps you from taking the wrong road; but you must have knowledge, the real kind, not the kind that says this or that is true because it is written in a book or spoken by someone else, but you must know the law that makes for truth.

Knowledge can be obtained. It has never failed to open wide its doors to all who knocked loud and long; but faint-hearted, timorous requests never gained admittance to the Temple of Truth. It is impossible to monopolize knowledge. It cannot be cornered. There is an abundance with which to supply all the demands of those who are willing to pay the price. It is the only commodity in the world that does not cheapen on account of its supply. It is just as expensive today as it was when man first fought his way up through the silent ages

of cell development; and it will be just as expensive a million years hence as it is to-day. You cannot cheapen knowledge. There is one price put upon it to all. It is worth the same to all and it serves all exactly alike. Knowledge rules, youth fails because it does not know the law, old age totters on to ruin because it does not know the law; but give one the light of truth, either in youth, middle life, or old age, and then success is his.

Jacob wrestled with the angel until he received the blessing. Thus man must wrestle with the Angel of Truth until he gets the blessing that it can give to him. It is much easier to live in error. The fatal eighty-five per cent can attest to that fact. It is easier to "let George do it" than to do it yourself. It is easier to float down stream than to paddle against the current. It is easier to accept as true the statement

made by someone else than to dig into a problem of life and solve it for yourself.

Knowledge is life. You must know, or short indeed will be your race from the cradle to the grave. Where knowledge is there liberty abounds. Ignorance means servility. Rulers in Continental Europe have enjoyed the divine right of kings because their vassals did not know. Wherever you educate, freedom is born. There is a difference between an education and knowledge. A college youth may be educated and know less than a Russian peasant about life and its great truths. For this reason schools can be justly blamed for a part they play in the failures of life. Graduate boys or girls from the average high school, turn them out in life to make their way and ninety per cent of them will go on the rocks. They must be re-educated before they are of any value to the world or to themselves. This loss of time is a big

factor in a human life. The period from the age of twelve to twenty looms big in life's brief span. It can be made the spawning time for ideas and become rich in a creative way. In school one should be taught life's problems. Culture has its place in the world and so has practicability. No doubt one of the great reasons for the success of the poor and the orphaned is because boys of this class learn life and learn it young. They get off to a running start and when they hit the grade, they have been trained for hill climbing and the steep and rugged ascent presents no unusual difficulties to them.

Knowledge of life enables one to detect shams, hypocrisy, deceit and weakness of all kinds; and when one is familiar with the weakness of his opponent, it gives to him added strength. Knowledge is the last lap in the race. When you reach this period the victory is won. When thus equipped,

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you know the value of industry, of honesty, of patience, you are familiar with all that health, self-confidence, optimism, and values mean. You have come to the point where you are perfectly capable of strengthening any of the weak spots in your armamentarium; your motor has been tested and found to be staunch and true; the fallacies have been winnowed from the facts and the false separated from the true. Through wisdom's vision the crooked paths are made straight, and you no longer stagger in the dark. Knowledge crowns all achievement. It is the great hope and the blessing to mankind.

## CHAPTER XV

### INDUSTRY

**P**RIMITIVE man was lazy; inheritance and environment made him so. His wants were restricted to food and raiment and these were of the simplest character. With the development of civilization wants and needs multiplied, but our cell life of to-day has not escaped the impress made upon it by inheritance, and it requires an effort to throw off the desire to loiter by the way. Only by training can habits of industry be formed. Mental development marks the progress of civilization and civilization means the subjugation of the brute and animal instincts.

Progress in the arts, in science, and in economics has come about because man has applied his brains and his brawn to the mastery of these problems. His instincts

would have kept him still wearing animal skins instead of a dress suit and would have had him content with the music from a tom-tom instead of Mendelssohn strains; but the love call, the *libido*, proved to be stronger than primitive laziness, and man began to work and then to conquer.

Undoubtedly the warp and woof of life is made up of love, work, and play; with the proper intermingling of these ingredients you have a formula that brings success. A life that is lacking in either cannot become the full, well-rounded existence that it should. You must love to work. No great human achievement has ever been attained except through this urge. Eons ago it was this drive that made the male go forth and slay with tooth and claw and bring his kill to the cave that his mate and her little ones might eat and live. It is the same today. Mansions are built in gratification of the love instincts, mountains are tunneled, rail-

roads are built, the air has been conquered, the lightning put in chains because men loved. The world is rocked by the greatest of all wars because men love their country and for this love they are shedding their blood with reckless abandon. Go through the marts of trade and commerce, go to the halls of science, of art, and of literature,—everything that has endured has been wrought because men have loved and labored. The one is the handmaiden to the other. When you work from fear, fear of hunger and bodily discomfort, you are harking back to your animal ancestry; you have crushed from your life all there is in it except your primitive instincts; you have prostituted the dignity of labor and robbed yourself of the vital spark. Work without art is brutality. If you do not love your work you are leading yourself to the shambles and failure has marked you for its own.

A brute builds a hut, a lover a palace. Runners formerly carried to and fro all messages, first men on foot, then men on horseback; but today we touch a key in New York and almost instantly San Francisco knows what is happening on Fifth Avenue. The bank of England or of France lowers or advances its rate of discount; in one hour, or less, the banks on Wall and La Salle Streets know what has been done. Love brought this about, love and work; but love for work and the lure of achievement made this possible.

The world is at war, but the aeroplane is the eye of the army and that country will win that has the most eyes. The Wright brothers are responsible for this. Their unconquerable love for work in aeronautics brought about the solution of aerial navigation. America built the Panama Canal, but not until the public health official and the hygienist through love, altruistic love

for humanity, solved the problem of yellow fever and malaria. Walter Reed so loved medicine and the people it served that he gave his own body for experimentation and proved by personal experience how yellow fever was transmitted. He worked for love and he gained all that he lacked in life, immortality. The money grubber whose eyes have never been lifted above the dollar mark may not count Reed's life a success, but the thirty million souls living south of the Mason and Dixon line that have been freed from the yellow fever scourge, call him blessed, and science has made a niche for him high up in her temple of fame.

Industry and love go hand in hand and their union has made all conquests possible. Work without love is slavery. When you drive a man or a woman with a lash, you are nothing more than an animal trainer. The successful manufacturers and mer-

chants, men of large affairs, who employ great numbers of men, have won because they have made their men love their work, and these manufacturers have so loved their own work that they have infused this spirit into everyone with whom they are associated.

Fear never begot loyalty, patience, imagination, hope or courage; but love fathers all these. Get a man or boy, woman or girl, in love with their task in life, and you have put the key that unlocks all doors in their hands; but put hate in their hearts for a task of any kind, and you have forever bolted the door against them.

That individual is of value to the world who creates something useful. Upon your handiwork you impress your character. The well-executed task shows the master's touch. The men who have made the grade are the men who have worked earnestly, loved passionately, and played hard. They

have mixed well the ingredients of success and the result has been a satisfaction to them. One of the great lessons one must learn is to make his work the one grand passion of his life.

That individual who starts every day with keen enjoyment because it gives an opportunity to work, is headed straight for Success Land. Nothing daunts this type of a man. Opposition, hardships, obstacles count for naught. To overcome them only makes him more certain of the goal. But that individual who works at a task because it gives him food and raiment is in a sorry plight. He is a slave chained to the galley wheel.

Hope begets industry. Destroy this incentive and you put man upon a parity with the brute. Increase it and there is no limitation to his achievement. Well-directed, cheerful labor conquers. It forever remains one of the great factors in climbing toward the goal.

## CHAPTER XVI

### CONCENTRATION

**R**ESISTANCE gives way to superior force continuously applied upon a given point. This is a law of physics and also a law of life.

Concentrate your energy and you burn a way through opposition. One of the chief difficulties in life consists of not being able to concentrate. Few people when they work throw their entire energy into the task. Go into a store or a factory and take note of the employees. You will find most of them working in a desultory manner, doing just enough to keep up a semblance of being busy and thereby escape a reprimand from the manager. The clock is watched assiduously and as soon as closing time arrives, nothing can keep them one minute longer than is necessary to put their stocks in order and get away. Lack of con-

centration is one of the great contributing factors among those who cannot make the grade.

Concentration is no easy task. It demands the most carefully trained will and a powerful determination. Thinking must always precede the act, except, of course, involuntary bodily movement. If we act with concentration we must think in the same way and let it be said here that well-trained, concentrated thinking comes only after much effort has been expended upon it. To think correctly is a difficult task. If you do not believe it, try to concentrate your mind on a given object for five minutes; exclude all extraneous matter and think upon that one subject continuously. Try this for a time and you will be astounded at the magnitude of the task. After such an experience as this, it will begin to dawn upon you what little effort is really expended in your work. Train this

way for thirty minutes a day and you will see an improvement in your results; it makes no difference in what endeavor you are engaged; and above all else you will realize what little time and effort you have been really giving to the great business of succeeding in life.

In another chapter reference was made to the work of Carnegie and the establishing of free libraries. Sometimes I think that most of us read too much. THINKING is what the world needs. Reference libraries are all right. Know what your contemporaries are doing, but above all else do something yourself, think for yourself, dare to stand alone and have your own ideas about things, concentrate all your psychic and your motor powers in your attack upon the forces that would keep you from winning and they will be put to flight.

Men who win the big victories are those who concentrate all their abilities on the

task in hand. Difficulties melt before the disintegrating power of concentrated and well-directed efforts. If boys and girls could be trained to think correctly and learn the power of concentration, the percentage of failures would materially decrease. Independent thinking results easily from concentration; and independent thoughts and acts are the great need of the world. Following blindly in the path others have made, thinking the same as others have done brings on stagnation and mental death.

Few individuals love work. Our primal instincts are against it and it is hard work to think logically, continuously and with concentration. It is easier to envy possessions of others than to gain such possessions ourselves. It is easier to delude ourselves with false hopes than to get out and take possession of opportunities and make our own impress upon the world's affairs,

and the majority of men like to do the easier thing.

It is amusing to hear men and women talk about the divine origin of man and claim kinship with a deity and all the while they exhibit a pronounced animal characteristic, that of aversion to real work. Few people really know how to work effectively. To them a task is measured by the number of hours it takes to get through with it just any old way. "Put in the time, get what you can for it with the least effort" thus say the eighty-five per cent who think they work, but all the time they have an eye on the clock and their mind is far away gloating over some withered flowers in the garden of pleasures. The world needs messengers that will find Garcia, and men and women who will by the power of concentration in thought and deed accomplish things.

Efficiency is a popular theme at the present time. Efficiency experts have revealed

a waste that has made the world gasp. They have demonstrated to manufacturers, to merchants, to bankers and professional men that only about twenty-five per cent of labor is productive, the other seventy-five per cent being waste. Think of it! work one hundred days on what could have been done in twenty-five! Employ one hundred men to do the work that twenty-five should be able to accomplish! Waste everywhere, both material and human! Man's power lies in his brain. If he does not use this power, then it is of no service to him. Brain power to be effective must be well directed and concentrated upon a given point. When men and women are capable of doing this, they can climb. There is no impassable grade to them. When they do not concentrate and think independently, they are on the dead level with a graveyard not very far away.

## CHAPTER XVII

### INITIATIVE

**I**NITIATIVE is the ability to think for one's self and the exercise of this power, with the will to put your thoughts into execution through action. The human machine, like a material one, gets out of order occasionally and needs to be repaired. When you cannot make your own repairs and keep in the race, you are carrying a great handicap and will never last through a sweepstakes contest. Most of your time will be spent laid up in the shop waiting for someone else to put you back into the running.

Initiative enables you to become your own mechanic. It keeps you in the running all the time when the other fellow is waiting to be repaired, waiting his turn to get assistance. You help yourself and

gain a lap or two in the climb. Individual thinking makes for progress. I do not believe in fatalism. Man is always the master of his destiny. We are what we are by our own acts and by our own acts we change our environment and our condition in life. We rise or fall, win or lose, overcome difficulties or succumb to them just as we choose. Human environment is the result of human thought and human action. By thought and action we change it. "Will you pay the price?" is the eternal question that confronts man from the cradle to the grave.

Exercise of initiative is to work, to think, and to act. It means a never-failing spring of hope, of courage, of optimism and of determination. The soldier that picked up the broken sword on the battlefield when he had been fighting with no sword at all had initiative. The primitive man, when he first realized that a club swung with the

mighty force of his savage arms gave him supremacy over his brutal opponent, had initiative and the development of this has solved all the problems of civilization and will continue to solve all of them.

No ascent is too steep for the man with initiative. When the granite cliffs of the Alps barred Napoleon's advent into Italy, he calmly remarked, "There shall be no Alps," and proceeded to build roads over them. Lincoln said, "I will study and prepare myself and some day my chance will come." His initiative led him from the cabin in the Kentucky woods to the presidential chair and made him the liberator of a race. And why not think; when you do not you are closely akin to the brute and you live as the brute lives—to eat, to sleep, and to reproduce your kind. But initiative means that you must pay. It means not the path of primrose dalliance, but the life of strife. It is lamentable but

nonetheless true, that few individuals really think; many dream, most all put in the time, but to actually think out a problem in all its ramifications, to familiarize one's self with all the facts connected with the task in hand is something that very few individuals accomplish. The thinkers and the doers are the path finders, the trail makers, the hill climbers. Block their path today and tomorrow you will find that they have either removed the obstacle and cast it aside or else, like Napoleon, they have used the obstacle as he used the rock-ribbed mountain barriers, making a macadam road to the object that he sought.

Matter must give way to mind. Thought has always conquered the material and it always will. The philanthropist aids most when he starts people to thinking. To disburse bounty in a material way is bad policy. There is a reason for poverty just as there is for disease. A hospital that is

maintained for the mere purpose of harboring the sick would be a curse instead of a blessing. Disease must be prevented as well as cured, and unless you remove the cause of disease you are not accomplishing much. To relieve poverty and not remove its cause is but little help, in fact it is a positive harm. When you can get an individual to thinking you set his feet on firm ground and put him in a position to help himself and you must think or you are doomed.

The cell instinct makes us lazy. The evolution of the dress suit from the fig leaf has been a long and toilsome journey and there are still more leaves than Tuxedoes being worn. One of the greatest indictments that the Orthodox church must bear is its stifling of independent thinking. Ignorance and hypocrisy are twins. They are both spawn from the same cesspool and they both stifle and enslave. A man

or a woman independent in thought and in deed has always been the pioneer, has always blazed the trail. But why so few path finders, why so many who never think one thought that is their own? Is it the fear of isolation? Men go in crowds, like birds. The herd instinct keeps them together that they may be preserved. Just as it takes a well-built, honestly-made car to stand the acid test of the mountain climb, so does it take an individual with courage and endurance to think independently and to exercise initiative. When civilization was young, men and women were tortured and burned at the stake because they dared to break away from established customs in thought and act. While the fagot and the thumbscrew have passed into oblivion, the independent thinker must still run the psychologic gauntlet of the world and unless you have bravery, pluck,

optimism and courage, your new ideas never get beyond the infantile stage.

Most people doze mentally. Their thoughts run in a groove that was cut for them by tradition. Life is responsive to stimuli. A battery that does not spark when the current is applied will never carry a car up and over the grade. Teachers fall short of their objectives when they fail to impress upon their students the necessity of thinking for themselves.

It is better to try and fail than never to try at all. Individual thinking should be encouraged in children. Unfortunately, however, just the opposite is the case. Johnny starts out on his round of exploration with his inquiring mind making new discoveries at every turn. He is constantly admonished not to do this, that, or the other thing, and his brain is kneaded by negative suggestions like a bunch of dough. In time his inquiring mind is so bruised

and beaten by the psychic shocks that it becomes like a worn-out battery and the stimulus from outside sources fails to produce any response. These dough brains are then baked in the world's oven and, like pastry forms, are displayed in the shop windows of factories and counting rooms.

To think for yourself and to put your thoughts into execution means progress. The world would have you stick to the beaten trail because the world dislikes change, but sameness is stagnation. When you dare to stand out from the crowd, when you have the courage to defy tradition, when you have confidence in yourself, when you are willing to pay, when you think and act for yourself, then you are supplying the motive power that moves the world and this power is the great factor that helps you to climb to the top and make the grade.

## CHAPTER XVIII

### CONCLUSIONS

**I**N mathematics one must prove that his deductions and conclusions are correct. Answers to problems do not count in the realm of science unless they bear the searchlight of analysis. In life it is just the same. How to achieve success is the great problem, but who is to know when success is attained?

To many success is a place somewhere; like a material heaven, it is hard to locate by direction. There is one thing sure, it is neither a city nor a country. It may be a harbor, landlocked and free from storm; but never has a material ship ridden at anchor upon its waves. What then is this prize; where is this much-sought-for place; how is one to know when the goal has been won; by what process of reason-

ing can one prove that he or she has made the grade and has climbed the hill? Why be honest; why be optimistic; why have health; why correctly know values; why work, laugh and love? It would seem to me that a correct answer to all these questions can be found in the one word—SERVING. “Do you serve your fellow man?” is the acid test to be applied in the soul’s laboratory. By this analysis you will know the truth. Men achieve success in accordance with the service that they render to the world and to civilization. Material success is impossible unless you serve, and your life will be a dismal failure unless you serve. Florence Nightingale, as she bended to her task of nursing the wounded and the sick on the battle-fields and in the hovels, was climbing the hill. By her serving she made the grade. Today the great profession of nursing with its white-robed messengers, number-

ing more than forty thousand in America alone, pays tribute to her memory, and every sufferer on the blood-soaked fields of Europe or in the hospital ward anywhere in all the world blesses and reveres her name, and that's success.

Walter Reed, when he lay bare his arm to the sting of the mosquito in order that he might solve the mystery concerning the source from which yellow fever came, was serving, and today the Southland and the Tropics honor and revere his name, and that's success.

Thomas Edison, toiling in his laboratory hour after hour, oblivious of the flight of time, so anxious is he to wring one more secret from Nature's womb, is serving; and every incandescent light that mirrors back to the world the sun's rays and every strain of harmony wafted on the midnight air from the phonograph are peans of victory for Edison, and that's success.

Marconi, as he worked and dreamed, knew the air could be made into a beast of burden upon whose back the thoughts of man could ride at will. He was serving. Today every wireless message that hums its way around the world is a tribute of praise to Marconi, and that's success.

Morse, Field, Lyden, Watts, Vanderbilt, Gould, Ford, Carnegie and those countless thousands who have climbed to the pinnacle of human achievement have done so because they served. They forgot self and in their efforts to render service, they achieved success. It is utterly impossible to succeed and to achieve in life unless you serve, and in your willingness to render service is recorded the degree of success that you attain. Civilization progresses only in accordance with the degree of service that man is willing to render to his fellow man.

To accumulate money is not success; to

do that is simply following out one of man's primal instincts of storing up food for a rainy day. The crow and the squirrels lay up nuts in the summer that they may live when winter comes with its snow and ice. There is more to life than the accumulation of gold. To serve your fellow man, to advance civilization, to add something to the sum total of human knowledge, to leave better than you found, that's success and that's the goal to win. To do this you must climb the hills, you must know the truth and live its tenets. For this reason it is necessary that you have health, that you be an optimist, that you have patience, that you know values, that you have confidence in your undertakings, that you be honest, that you have knowledge, that you be able to concentrate, and that you have initiative. Mix well these ingredients. They constitute the warp and woof of life, and then with faith and loyalty serve,—that's success.









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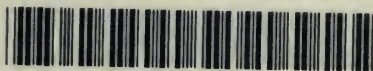
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